

Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### ***Upcoming Training***

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

# **DOE Acquisition and Project Management Workforce News**

*Acquiring Minds Want to Know*



## **February 2016 Edition**

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **Director's Corner: PM Workshop**



Paul Bosco,  
Director of the Office  
of Project  
Management  
Oversight and  
Assessments (PM)

The Office of Project Management Oversight and Assessments (PM) is hosting the 2016 Project Management Workshop on March 22-23, 2016. The workshop continues the tradition of providing opportunity to discuss projects and project challenges with senior leadership, share lessons learned, and recognize excellence in project management from across the complex.

What you may not know, however, is there will be a Project Controls session on March 24, 2016 to discuss Earned Value related topics. Over the years we've received feedback from across DOE that more project controls topics were desired. We've listened and now we have an entire day dedicated to those topics. Click to the next page to take a look at what you can expect each day so that you can better prepare for your visit.

*Continue to the agenda*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Director's Corner: PM Workshop



Paul Bosco,  
Director of the Office  
of Project  
Management  
Oversight and  
Assessments (PM)

- **Day 1 (March 22, 2016)** – Senior leadership discussion with respect to project management, the Project Management Risk Committee, congressional views, ethics, and program perspectives from Environmental Management, Science, and the National Nuclear Security Administration.
- **Day 2 (March 23, 2016)** – Project-specific discussions led by Federal Project Directors (FPDs), perspectives from the U.S. Government Accountability Office (GAO), DoD's Performance Assessments and Root Cause Analysis (PARCA) Director, the Project Management Institute (PMI), and presentation of awards.
- **BONUS Day 3: Project Controls Session (March 24, 2016)** – Focus on improving DOE's project controls integration with project management as well as discussion on automated compliance testing, predictive value of root cause analysis, DOE compliance efforts, advances in PARS IIe and how it will include automated testing, and the upcoming "roadside assistance program".

*Continue to registration information*

Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### ***Upcoming Training***

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## Director's Corner: PM Workshop



Paul Bosco,  
Director of the Office  
of Project  
Management  
Oversight and  
Assessments (PM)

### **Registration:**

Workshop registration and hotel booking link is now available online at <http://2016pmworkshop.eventzilla.net/> attendees should act promptly to reserve their place at this year's workshop.

### **Workshop Information:**

Workshop information is available at <http://www.energy.gov/projectmanagement/2016-doe-project-management-workshop> This site also includes links to area restaurants, hotel shuttle services, and will include the agenda once it is final.

### **Point of Contact:**

If you have any questions regarding the PM Workshop, the POC for the PM Workshop is Rick Blaisdell, 202-586-4554, [rick.blaisdell@hq.doe.gov](mailto:rick.blaisdell@hq.doe.gov).

Sincerely,  
*Paul Bosco*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **Office of Project Assessments is Being Formed**

**John White, Acting Director, Office of Project Assessments (PM-10)**

As you know, the Department manages some of the largest, most complex, and technically challenging projects in both the public and private sector. The Secretary continues his commitment to improving project management, so he has recently published two policy memoranda in an effort to drive fundamental changes to our project management approach and to enhance and clarify departmental policy related to project management. One of his major focuses in the [December 1, 2014 policy memorandum](#) was to improve the Project Peer Review (PPR) process. The Secretary directed each Under Secretary to establish its own assessment office that does not have line management responsibility for project execution.

Similar to the review process already established in the Office of Science, these offices will conduct peer reviews in their purview that have a Total Project Cost (TPC) of \$100 million or greater (or as deemed appropriate by the Under Secretaries). A peer review shall be conducted between Critical Decisions 0 and 1, annually between Critical Decisions 1 and 2, and at least annually between Critical Decisions 2 and 4.

As a result of the Secretary's direction, a new group within the Office of Project Management Oversight and Assessments (PM) is being established to perform these independent peer reviews for the Office of the Under Secretary for Management and Performance (S-3). This new group, the Office of Project Assessments (PM-10), is expected to perform all PPRs for projects greater than \$100M within the Office of Environmental Management (EM).

*[Click here to read the full report  
Improving Project Management](#)*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Cost Estimating Relationships and Benchmarks

**Victoria Premaza, Office of Project Assessments**

In the continuing maturation and application of Departmental cost estimating expertise, the Office of Project Management Oversight and Assessments (PM) developed cost estimating relationships and benchmarks to support Independent Cost Estimates (ICE) and Independent Cost Reviews (ICRs) conducted by the office.

A cost estimating relationship (CER) is a technique used to estimate a cost by using an established relationship with an independent variable. For estimating the cost of capital asset construction, the most widely used independent variable both in private industry and government is the dollars per square feet of the facility being constructed. PM was able to develop a statistically significant CER of \$ (normalized to FY16 base year Total Project Cost dollars) per gross square feet for various populations of completed projects. Populations investigated included nuclear, non-nuclear and D&D, when there was sufficient data available in project documentation within PARS IIe.

Benchmarks assist in the quantification of “rules of thumbs”. For the most recent exercise, the benchmarks of interest included the project schedule durations also evaluated by differing populations including Program Offices and project types. Additionally, differing points in the project lifecycle (from CD-0 to CD-4 and CD-2 to CD-4) were also isolated. Additional analyses explored the cost expenditures through project progression.

*ICES/ICRs are required under DOE O 413.3B prior to some Critical Decisions as well as mandated by Public Law 2055, enacted December 23, 2011, that specifically requires independent cost estimates be prepared prior to CD-2 and CD-3 for projects with a Total Project Cost (TPC) over \$100 million.*

*Continued on next page...*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **Cost Estimating Relationships and Benchmarks**

**Victoria Premaza, Office of Project Management Policy**

PM will continue to develop CERs and benchmarks in an iterative method. The application of the CERs and benchmarks mentioned above has been piloted already on a number of ICEs and will continue to be applied in the active portfolio of ICEs and ICRs being performed in FY16 by PM. The CERs and benchmarks are applied in concert with qualitative subject matter expertise to assist in fully accounting for the risk and uncertainty of project's cost and schedule estimates. Through that application and lessons learned for the developed CERs and benchmarks, further cost estimating and cost analysis research will continue within PM to develop more tools to assist the Department's commitment to completing its project portfolio within cost and schedule estimates.

For the results of the CERs and benchmarks mentioned above, or further comments or questions, please contact [Victoria Premaza](#), PE, CCP, PMP, PSP, EVP.

*Project documentation of note include Critical Decision (CD) memorandums and the final Project Execution Plans (PEPs). When project documentation was insufficient or lacking in the desired attributes such as gross square feet, open sources or alternative documentation was utilized.*



[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **The DATA Act and DOE Implementation of Activity Address Codes (AAC)**

**Deb Bouslog, Office of Acquisition Management, Systems Division**

The [Digital Accountability and Transparency Act](#) (DATA Act) became law over a year ago. Building on the 2006 Federal Funding Accountability and Transparency Act (FFATA), the intent of the DATA Act is to establish government-wide financial data standards and increase the availability, accuracy, and usefulness of Federal spending information. Federal Agencies have been focused on several DATA Act goals to support implementation of one of the first visible artifacts of the DATA Act – Activity Address Codes (AAC). As of April 1, 2016, Federal Agencies are required to begin reporting Office Codes (Contracting and Funding) in FPDS-NG using the new AAC, a six digit number described in detail below. The Office of Acquisition Management, Systems Division, worked closely with the Office of the Chief Financial Officer to come up with an appropriate list for the DOE Funding Offices and a numbering schema for the new DOE Office Codes. DOE Field Offices, through the Procurement Systems Working Group (PSWG), provided input to update and determine the appropriate list for DOE Contracting Offices.

Per guidance in [OMB M-15-12](#), agencies are required to link information in their financial systems to their award management systems using an Award ID—Procurement Instrument Identification (PIID) for procurement awards. This linkage will facilitate timely reporting of award level financial data, reduce reporting errors, and serve as the primary mechanism moving forward for associating expenditures with individual awards as required by FFATA and the DATA Act.

FAR Subpart 4.16 defines the structure and composition of the PIID, with the first six characters being the AAC. For DOE, the first two digits in the AAC are pre-determined as the Agency Code, 89. The next four digits are determined at the discretion of the Agency. In coordination with the DOE Office of the Chief Financial Officer, we have decided to use a sub-tier and office code structure as shown on the next page.

*Continued on next page...*



[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## The DATA Act and DOE Implementation of Activity Address Codes (AAC)

Deb Bouslog, Office of Acquisition Management, Systems Division

[Click here to view the DOE AAC Structure](#)

AGENCY CODE	SUB-TIER CODE	FUNDING OFFICE-CODE	CONTRACTING OFFICE-CODE	DOE SUB-TIER NAME
89	23	00-29	30-60	Nuclear Security
89	24	00-29	30-60	Science & Energy
89	30	00-29	30-60	Management & Performance
89	40	00-29	30-60	Office of the Secretary
89	50	00-29	30-60	PMAs
89	60	00-29	30-60	FERC
89	70	00-29	30-60	Other*

\*Other includes DOE Offices such as ARPA-e, EIA, etc.

Each office only has one code for Funding and one code for Contracting. If the office awards/funds both procurements and financial assistance, the code will be the same.

The new AAC list will be incorporated in STRIPES, replacing the current Contracting Offices. Current FPDS-NG Office Codes will be replaced with the AAC. DOE has provided GSA the AAC to FPDS-NG mapping for the projected implementation of April 1, 2016.

The Office of Acquisition Management, Systems Division, continues to work closely with DOE OCFO and GSA to ensure the AACs are implemented and DOE remains in compliance with FFATA and the Data Act. For questions and/or concerns, please send an email to [HQProcurementSystems@Hq.Doe.Gov](mailto:HQProcurementSystems@Hq.Doe.Gov). Also, the AAC topic is regularly discussed at the PSWG where each Field Office has representation. The PSWG meets every other Thursday (most recently February 11, 2016).

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## The DATA Act and DOE Implementation of Activity Address Codes (AAC)

Deb Bouslog, Office of Acquisition Management, Systems Division

[Click here to view the DOE AAC Structure](#)

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### DOE AAC Structure

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Each office only has one code for Funding and one code for Contracting. If the office awards/funds both procurements and financial assistance, the code will be the same.

The new AAC list will be incorporated in STRIPES, replacing the current Contracting Offices. Current FPDS-NG Office Codes will be replaced with the AAC. DOE has provided GSA the AAC to FPDS-NG mapping for the projected implementation of April 1, 2016.

The Office of Acquisition Management, Systems Division, continues to work closely with DOE OCFO and GSA to ensure the AACs are implemented and DOE remains in compliance with FFATA and the Data Act. For questions and/or concerns, please send an email to [HQProcurementSystems@Hq.Doe.Gov](mailto:HQProcurementSystems@Hq.Doe.Gov). Also, the AAC topic is regularly discussed at the PSWG where each Field Office has representation. The PSWG meets every other Thursday (most recently February 11, 2016).

Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### Upcoming Training

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

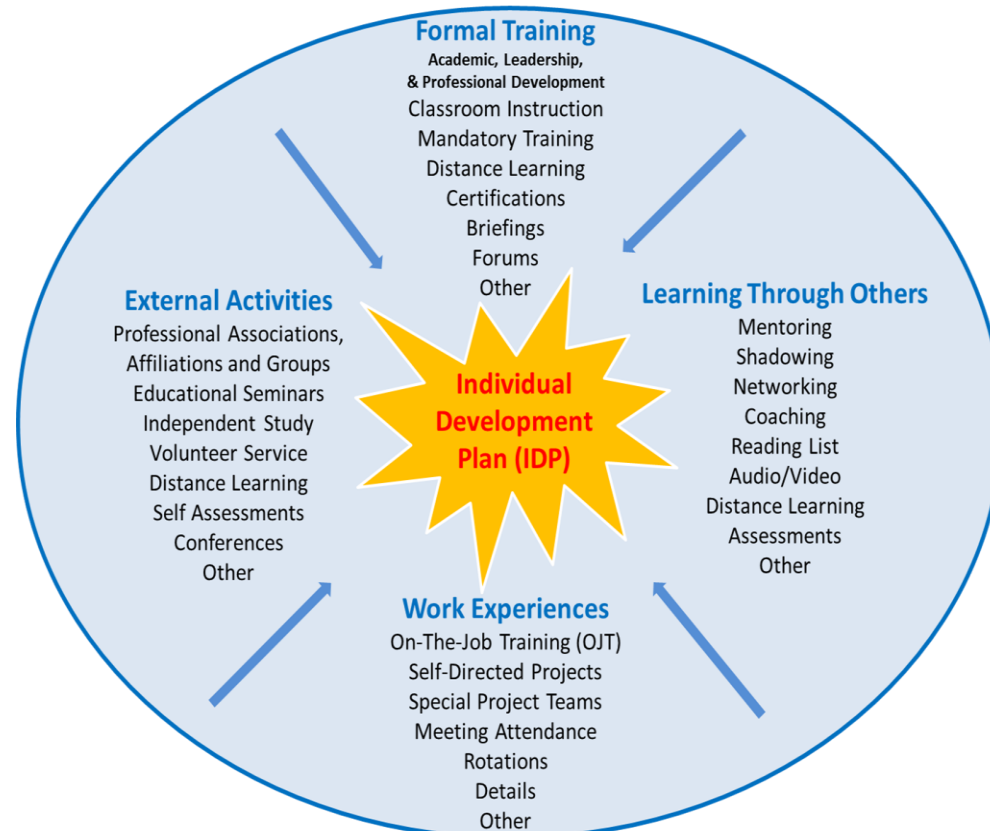
Questions/Comments?

# Effective Certification Maintenance through Individual Development Plans (IDP)

Gregory Jackson, Office of Acquisition Management, Professional Development Division

Employees must submit an IDP to the Professional Development Division for review and approval. The IDP is a critical tool for maintaining certification, as it allows employees to track their progress and identify areas for improvement. The IDP should be updated annually and submitted for review before the certification renewal process begins. The IDP should include a variety of activities, including formal training, external activities, learning through others, and work experiences. The IDP should be a living document that is updated as the employee's needs and interests change. The IDP should be a key component of the employee's professional development plan.

## Examples of Types of Training and Activities to include in your IDP



### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)

## Effective Certification Maintenance through Individual Development Plans (IDP)

Gregory Jackson, Office of Acquisition Management, Professional Development Division

Employees must maintain their certification through the FAC. The FAC is a critical component of the DOE workforce. Employees must maintain their certification through the FAC. The FAC is a critical component of the DOE workforce.

### Departmental References:

- [DOE Order 360.1C, Federal Employee Training](#)
  - (Paragraph 4. b. (1), (a)) Mandatory Individual Development Plans (IDP) ...All DOE employees must have individual development plans (IDPs) in place within 60 days of joining DOE, changing positions (reassignments, promotions, and/or details), or the beginning of a new performance cycle.
- [DOE Order 361.1C, Acquisition Career Management Program](#)
  - (Paragraph 6. h.) Supervisors. Ensure workforce members are afforded opportunities to complete requisite certification requirements through the creation of Individual Development Plans.
  - (Paragraph 6. j.) Acquisition Workforce. Annually prepare and periodically update IDPs with the assistance and counsel of supervisors.

Effective certification maintenance is a critical component of the DOE workforce. Employees must maintain their certification through the FAC. The FAC is a critical component of the DOE workforce.

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[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Effective Certification Maintenance through Individual Development Plans (IDP)

**Gregory Jackson, Office of Acquisition Management, Professional Development Division**

*Employee A has been with the agency for 10 years and has a Federal Acquisition Certification (FAC) that was recently renewed. Employee A has 23 months before the next renewal. Fast forward 22 months, Employee A still needs the required CLPs to maintain the FAC, but cannot attain the required CLPs before the FAC expires due to lack of planning.*

*Employee B has been with the agency for 4 years and has a Federal Acquisition Certification (FAC) that was renewed 6 months ago and now has 18 months to obtain the required number of CLPs to maintain the FAC. Employee B identified courses that are required to maintain the FAC, met with his supervisor for supervisory input on what courses are required and courses that fit the needs of Employee B and mission of the agency/office. Employee B completed an Individual Development Plan (IDP) with supervisory approval of courses. Fast forward 16 months, Employee B has completed all of the necessary requirements for FAC maintenance two months early to ensure the FAC is renewed.*

### Which employee had the best approach to effective certification maintenance? A or B?

Effective certification management through the implementation of an individual development plan (IDP) is critical to the success of the employee and the organization. At the beginning of each certification renewal cycle, employees should conduct a self-assessment that identifies strengths, areas of skill or knowledge development, and the agency mission. Once identified, employees should identify courses that could enhance their skills and knowledge to accomplish the agency's mission.

Once the courses have been identified, employees should obtain supervisory approval for any and all courses. The supervisor will be aware of the course(s) selected and when the course(s) will be completed. Besides facilitating timely certification management, this process demonstrates that there was "mutual agreement" on courses, course dates, location and any required funding.

*[Click here for examples of types of training and activities to include in your IDP](#)*

*[Click here for departmental references](#)*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## COR Training Available from FAI

The Federal Acquisition Institute (FAI) is looking to fill upcoming Contracting Officer Representative (COR) Level II courses. See the information below for course availability. Please forward this to your respective Acquisition Workforce (AWF) members. Interested parties must register through FAITAS as soon as possible.

Availability of FCR 201									
Offer #	Location	Go / No-Go Date	Cut-off Date	Start Date	End Date	Days Before Class Start Date	# Seats	Registrations	Registration Rate
16A	Washington, DC	2/12	2/13	2/22	2/26	21	30	16	53
16B	Washington, DC	3/4	3/5	3/14	3/18	42	30	0	0
VF0	vILT, VA	3/25	3/26	4/4	4/15	63	30	23	77
16C	Washington, DC	4/1	4/2	4/11	4/15	70	30	8	26

## NNSA's Corporate Training Schedule

NNSA's Corporate Training Schedule is maintained on its [One Leadership web page](#)

\*Please note corrected link <http://oneleadership.na.gov/fy16-corporately-funded-training/>

[Home](#)[Director's Corner](#)[New Office of Project  
Assessments](#)[Cost Estimating  
Relationships and  
Benchmarks](#)[DATA Act and AAC](#)[Effective Certification  
Maintenance through  
IDPs](#)[Other Available Training](#)[PM EVM Roadside  
Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **PM EVM Roadside Assists Coming Your Way**

**Robert Loop, Office of Project Management Policy and Systems (PM-30)**

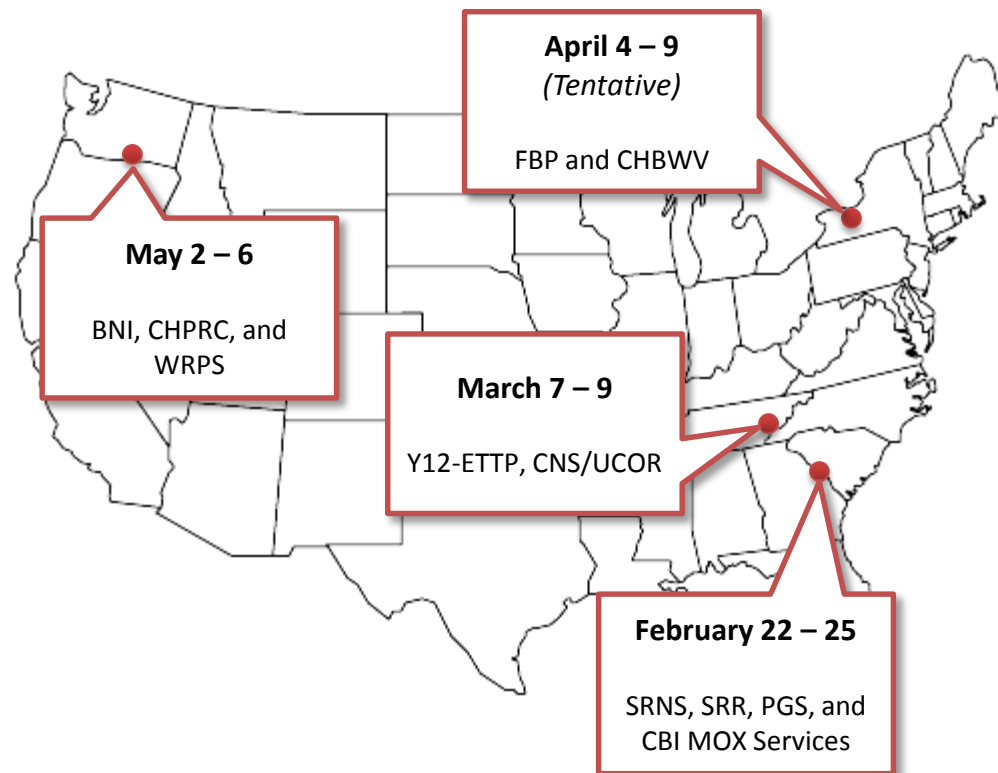
[Click here to see  
upcoming visits](#)

In September 2015, the Office of Project Management Policy and Systems (PM-30) within the Department of Energy (DOE) issued the [Project Management Policy and Systems \(PM-30\) Roadside Assist Guidelines](#) (PM-30-15-001). The guidelines are well-received by contractors and provide a site-specific process for some project individuals along with results. The visit to contractors and NM is a PM-30 initiative. [Melvin](#)

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### **Upcoming PM EVM Roadside Assist Visits**



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[Home](#)[Director's Corner](#)[New Office of Project  
Assessments](#)[Cost Estimating  
Relationships and  
Benchmarks](#)[DATA Act and AAC](#)[Effective Certification  
Maintenance through  
IDPs](#)[Other Available Training](#)[PM EVM Roadside  
Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## **PM EVM Roadside Assists Coming Your Way**

**Robert Loop, Office of Project Management Policy and Systems (PM-30)**

*Click here to see  
upcoming visits*

In September 2015, the Office of Project Management Policy and Systems (PM-30) within the Office of Project Management Oversight and Assessments (PM), released [the DOE Earned Value Management Systems Interpretation Handbook \(EVMSIH\)](#) to assist in the communication of compliance to the EIA-748 Guidelines.

PM-30 is conducting on-site visits to strategic sites using an EVM Roadside Assist Visit format, based on the well-received PARS II and EVMS Road Shows from prior years. This is a CAR-free approach used to assist contractors and gauge the contractor's readiness to be successful in future EVMS reviews. The visit to each site is planned to be two to five days depending on how many different contractors are at a site. While some portions of the visit may be conducted at the site level, we will meet with each contractor team individually, including the Project Manager, Project Controls staff, and Control Account Managers (CAMs), along with local DOE Project staff, to discuss specifics relating to a particular contractor's assessment results and questions.

The visits will be prioritized based first on those contractors requiring EVMS certification, followed by those contractors in post-certification 'surveillance' mode. The primary focus is on 413.3B applicable sites in EM and NNSA. Additional contractors/sites may be accommodated by request. If you are not contacted by PM-30 by the end of February to schedule this visit, please contact Mr. Melvin Frank (202-586-5519) [Melvin.Frank@hq.doe.gov](mailto:Melvin.Frank@hq.doe.gov); or Mr. Robert Loop (202-287-1324) [Robert.Loop@hq.doe.gov](mailto:Robert.Loop@hq.doe.gov) of PM-30.

Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### ***Upcoming Training***

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## Question of the Month

1 *I just tried to access FAITAS to register for a class, but I was not able to do so. What is going on?*

*Click on the question  
to view the answer*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Question of the Month

1

### Answer #1

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on?

FAITAS is currently on limited access to .mil account holders only. FAITAS has provided information about applying for training and reporting CLPs during this period. Click on this link <https://www.fai.gov/drupal/content/faitas-limited-access> to get the forms and instructions to submit your training and continuous learning requests until FAITAS is fully operational again.

FPDs, if you want to report CLPs earned outside FAITAS, contact a member of the PMCDP team found on the last page of the newsletter to get the form that needs to be completed and sent to FAITAS.



Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### ***Upcoming Training***

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## Question of the Month

1 *I just tried to access FAITAS to register for a class, but I was not able to do so. What is going on?*

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

Click on each button to view recipients

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

**FAC-C**  
Contracting

**FAC-COR**  
Contracting Officer's Representative

**FAC-P/PM**  
Program and Project Management

**TPO**  
Technical Project Officer

**Congratulations to all newly certified acquisition workforce members!**

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

### Federal Acquisition Certification in Contracting

#### **BPA**

- Cody L. Rodriguez- Level I

#### **EM-CBC**

- D'Andre A. Boulden- Level I

#### **EM-ORP**

- Layne S. Papenfuss- Level II
- Robyn Burt- Level I

#### **EM-RL**

- Stephanie Hargroves- Level II

#### **EM-SRS**

- Justin Speering- Level III

#### **NE-Idaho**

- Aaron Nebeker- Level III

#### **NNSA**

- Hazel P. Rosenthal- Level III
- Christopher A. W. Grubbs- Level II

#### **SWPA**

- Nathan Kloeckler- Level II

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

### **Federal Acquisition Certification in Contracting Officer's Representative**

#### **EM-CBC**

- Hugh R. Davis- Level II

#### **EM-SRS**

- Charles Comeau- Level III
- Mark J. Spurlock- Level I

#### **NETL**

- Joseph Matey- Level I

#### **NNSA**

- Christopher Grubbs- Level II
- John Weckerle- Level I

#### **SC-Chicago**

- John Keller- Level II
- Melkie A. Tega- Levels I and II



[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

### Federal Acquisition Certification Program and Project Manager

#### OCIO

- Donald B. Stuart- Level III

Co

sition

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

### Technical Project Officers

#### NETL

- Jose Figueroa- Level II

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[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### ***Upcoming Training***

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Recently Certified Acquisition Workforce Personnel

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

**FAC-C**

Contracting

**FAC-COR**

Contracting Officer's Representative

**FAC-P/PM**

Program and Project Management

**TPO**

Technical Project Officer

**Congratulations to all newly certified acquisition workforce members!**

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

March

8-11

## Project Management Career Development Program (PMCDP) Project Risk Analysis (FQN 117, Class 401)

PMCDP is offering an instructor-led delivery of the 3.5-day course *Project Risk Analysis* March 8-11, 2016 in Idaho Falls. This course is designed to prepare Federal Program or Project Managers to:

- Determine project risks and develop risk management and mitigation strategies;
- Determine at which points in a project life-cycle risk analyses should be performed;
- Evaluate potential risk probability and consequences;
- Determine risk factors;
- Select risk management or mitigation strategies; and
- Develop a risk management plan.

Participants also acquire the skills that enable them to:

- Assign risk responsibility between Federal agencies and contractors;
- Determine appropriate project cost and schedule contingencies for identified risks;
- Determine appropriate project management and project control tools to assist in managing identified risks; and
- Evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

**You will earn 28 continuous learning points for this course; this is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

Registration in FAITAS is currently offline. Go to [www.fai.gov](http://www.fai.gov) and follow instructions to register through FAI's Help Desk.

*As with CHRIS, training requests require Supervisor approval.*

**Upcoming Training**

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

March

**15-17**

## Project Management Career Development Program (PMCDP) Advanced Earned Value Management (FPM 343, Class 401)

PMCDP is offering an instructor-led delivery of the 3-day course *Advanced Earned Value Management* March 15-17, 2016 in Aiken, SC.

Advanced Earned Value for Federal Government Project Managers helps you direct and manage EVM implementation across the program life-cycle and build-up extensive EVM capabilities to be applied to large, complex projects/programs.

This course focuses on the senior-level business, cost, and financial management competency, as defined by the latest [FAC-P/PM policy](#), and will help you harness the power of EVM to control your programs. The course also will enable you to create and utilize a realistic performance measurement baseline (PMB), and provide management with information at a practical level. Finally, as part of the course activities, you will prepare an action plan to create immediate impact on your control of projects.

Participants will:

- Oversee the application of total life-cycle systems management
- Demonstrate knowledge and appropriateness of cost estimating processes, methods, and techniques
- Demonstrate knowledge of analytical principles, data, and confidence bands
- Understand OMB Circular A-11 application, including the documentation processes that are employed in the development and decision making of an agency's total federal fiscal activity

**You will earn 24 continuous learning points for this course; this is a core course for the Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.**

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**Upcoming Training**

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## Project Management Career Development Program (PMCDP) Scope Management Baseline Development (FPM 208, Class 401)

March

29-31

PMCDP is offering an instructor led delivery of the 3-day course *Scope Management Baseline Development* March 29-31, 2016 in Idaho Falls.

This course is designed to enhance a Program or Project Manager's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques;
- Identifying risk and constraints for requirements;
- Prioritizing requirements;
- Trade-off analysis;
- Iterative requirements management; and
- Scope change/configuration management.

**You will earn 24 continuous learning points for this course; this is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

Registration in FAITAS is currently offline. Go to [www.fai.gov](http://www.fai.gov) and follow instructions to register through FAI's Help Desk. (If you are offering, go to the top).

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[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Project Management Career Development Program (PMCDP) Capital Planning for Capital Asset Projects (FPM 106, Class 401)

March

30-31

PMCDP is offering an instructor-led delivery of the 2-day course *Capital Planning for Capital Asset Projects* March 30-31, 2016 in Chicago/Argonne National Laboratory.

In this course, participants review capital planning questions they should ask when a non-information technology capital asset project is in each phase of the project's acquisition. The course reviews the documents and reports from the budget formulation and acquisition planning processes that can be used to support DOE's budget submissions to the Office of Management and Budget (OMB). This course tracks the critical decision deliverables, reports, cyclical budget data, and narratives in the context of a structured capital planning process and the critical decision model for capital asset projects.

**You will earn 16 continuous learning points for this course; this is an elective course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

Registration in FAITAS is currently offline. Go to [www.fai.gov](http://www.fai.gov) and follow instructions to register through FAI's Help Desk.

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[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### Upcoming Training

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## Project Management Career Development Program (PMCDP) Strategic Planning

April

4 - 6

### One-Time FY16 Delivery!

PMCDP is offering an instructor-led delivery of the 3-day course Strategic Planning April 4-6, 2016 at DOE Chicago/Argonne National Laboratory.

This course is designed to provide leaders and managers with first-hand knowledge of the strategic planning process, including strategic formulation, plan development and implementation. Through instructor presentations and interactive exercises, participants will gain the skills needed to develop, for their projects/programs and/or organizations, applicable mission and vision statements, values, strategic goals and objectives, and performance expectations and measures. The instructor will review development and implementation of actual strategic management plans, including attributes of effective planning and implementation. Course overview: Day One: The Strategic Planning Process; Day Two: Strategic Formulation; Day Three: Strategic Implementation

Upon completion of this course, participants will be able to:

- Identify the major steps of the strategic planning process
- Develop mission and vision statements, and values
- Formulate effective strategies and approaches
- Develop strategic goals, objectives, expectations and measures
- Describe effective strategic plan implementation

**You will earn 24 continuous learning points for this course. This is an elective course for the Level III PMCDP certification of Federal Project Directors and is available to all DOE employees.**

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FAITAS home  
Follow the in

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**Upcoming Training**

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## Project Management Career Development Program (PMCDP) Cost and Schedule Estimation

April

4 - 8

PMCDP is offering an instructor led-delivery of the 5-day course *Cost and Schedule Estimation* April 4-8, 2016 in Amarillo, TX.

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Topics include:

- Identifying cost and schedule estimates;
- Basic estimating methods;
- Group analysis techniques;
- Applying life-cycle costing technique;
- Validating estimates;
- Determining critical path schedule for a project;
- Crashing and fast-tracking methods; and
- Relationship between budget authorization and budget outlay schedules, project estimates, and the project funding profile.

**You will earn 40 continuous learning points for this course; this is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

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Home

Director's Corner

New Office of Project  
Assessments

Cost Estimating  
Relationships and  
Benchmarks

DATA Act and AAC

Effective Certification  
Maintenance through  
IDPs

Other Available Training

PM EVM Roadside  
Assists are Coming

Questions of the Month

Recently Certified!

### ***Upcoming Training***

Project Risk Analysis

Advanced EVM

Scope Management

Capital Planning

Strategic Planning

Cost and Schedule

Past Newsletter Editions

Questions/Comments?

## **Powerpedia and Past Editions**

Visit us on Powerpedia to learn more about each respective Program.

For the Acquisition Career Management Program (ACMP)

<https://powerpedia.energy.gov/wiki/ACMP>

For the Project Management Career Development Program (PMCDP)

<https://powerpedia.energy.gov/wiki/PMCDP>

Register NOW for FY16 PMCDP training in FAITAS.

<https://faitas.army.mil/faitas>

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Newsletters dating from January 2011 to present are on Powerpedia.

[https://powerpedia.energy.gov/wiki/Acquisition\\_and\\_Project\\_Management\\_Newsletters](https://powerpedia.energy.gov/wiki/Acquisition_and_Project_Management_Newsletters)

[Home](#)[Director's Corner](#)[New Office of Project Assessments](#)[Cost Estimating Relationships and Benchmarks](#)[DATA Act and AAC](#)[Effective Certification Maintenance through IDPs](#)[Other Available Training](#)[PM EVM Roadside Assists are Coming](#)[Questions of the Month](#)[Recently Certified!](#)

### *Upcoming Training*

[Project Risk Analysis](#)[Advanced EVM](#)[Scope Management](#)[Capital Planning](#)[Strategic Planning](#)[Cost and Schedule](#)[Past Newsletter Editions](#)[Questions/Comments?](#)

## How to Direct Your Questions or Comments

For specific information, please contact a Professional Development Division team member:

### PMCDP Team in Office of Project Management Oversight and Assessments (PM)

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**Ruby Giles** — PMCDP Budget Manager, PMCDP Training Coordinator and Training Delivery Manager, [Ruby.Giles@hq.doe.gov](mailto:Ruby.Giles@hq.doe.gov)

### ACMP Team in the Office of Acquisition Management

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**Gregory Jackson** — CLP Guidance, COR and TPO Certification Programs, Acquisition Fellows Program, [Gregory.Jackson@hq.doe.gov](mailto:Gregory.Jackson@hq.doe.gov)

If you would like to contribute an article to the Newsletter, contact the Editor, Linda Ott.